

# **An Examination of the Influence of Coaching and Mentoring on Employee Creativity and Innovation in Multinational Corporations Operating in Several Countries**

**By**

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## **Abstract**

This research aims to determine whether or not the growing popularity of coaching as a means of corporate training has had any noticeable effect on the productivity of multinational corporations. The design, methodology, and strategy involve a quantitative technique and a confirmatory survey to collect data from various MNCs in various nations. The study results indicate that coaching and mentoring are more effective when they contribute to developing a positive organisational culture. This research is useful for human resources managers in determining the importance of coaching and mentoring employees inside their organisations.

**Keywords:** Coaching, Worker Outcomes, Innovation, Inspiration, and Motivation

## **Introduction**

A company's ability to efficiently manage its human resources is now crucial to its survival in today's highly competitive business environment (Gurav and Muldakar, 2011; Nunez-Cacho and Grande, 2012). As a result, businesses are consistently working to strengthen their competitive edge by investing in their employees (Vrontis and Christofi, 2020). "Human resource management (HRM)" practises, such as training, coaching, rewarding, selection, and participation (Zuniga-Collazos et al., 2020; Dahlan and Dewasiri, 2019; Ali and Aziz, 2018), play a crucial part in improving organisational performance by helping employees enhance their talents. The company's rigorous training and coaching programmes will provide better results if it employs effective recruitment and selection practices to attract outstanding workers. These workers' motivation and will to succeed will benefit the business as a whole if they are given a voice in strategic decision-making. Human resource development (HRD) strategies like coaching have been shown to give businesses an edge in the marketplace. Since coaching may improve subpar performance and address a variety of workplace issues (Sherman and Freas, 2004), it is being used more frequently by firms (Bartlett II, 2007; Chong, 2008; Moen and Allgood, 2009). Moreover, coaching is used to safeguard leadership effectiveness, making it a crucial tool for professional learning (Parker et al., 2008) & a potential learning opportunity (Raza et al., 2018). (Boyatzis et al., 2006).

### **Objectives**

To examine the effect of mentoring and coaching on employee creativity and innovation in multinational corporations that operate in many nations.

### ***Research Questions***

What effect does coaching and mentoring have on employee innovative thinking and creativity in multinational corporations that operate in numerous countries?

## **Review of Literature**

Over the past 20 years, coaching has become a vital technique for raising managers' effectiveness and employees' abilities and productivity (Mihiotis and Argirou, 2016; Anderson, 2013; Hamilin et al., 2008; Bartlett and Ghoshal, 2002). Most people agree that coaching entails a partnership between the coach and the coachee (Hamlin and Ellinger, 2009; Schein, 2006). Coaching is a process where a trained coach helps a trainee improve their skills and talents (Brown and Grant, 2010; Sperry, 2008). Numerous researchers dug further to uncover the effects of coaching and the factors that boost workers' productivity. Organisational success is typically measured through productivity in the research that finds a favourable correlation between coaching methods and increased individual performance (Szabó et al., 2019; Sleilati., 2016; Birdi et al., 2008) and verifies the beneficial effects of coaching on employees' innovation, inspiration, and productivity. Employee performance is enhanced by coaching because of the strengthened coach-coachee relationship, as well as increased job satisfaction, commitment, and retention (Lee et al., 2019). Coaching has also been shown to be an effective learning tool (Achi, 2017; Fillery-Travis and Lane, 2006), resulting in alterations in employee behaviour that boost self-efficacy and performance (Bandura, 2012) and organisational loyalty (Elmadaget et al., 2008). Coaching has been shown to be an effective strategy for improving human resource performance (Hammervoll, 2012). Mentoring transforms workers into a distinct and valued asset that is tough for rivals to replicate. Evidence from studies by Ellinger et al. (2003) and Luthans and Peterson (2003) shows that when a coachee learns something new, they are more likely to apply it to their daily work activities, which in turn improves their individual performance. So, we anticipate an improvement in the organisation's performance (Birdi et al., 2008; Combs et al., 2006; - Patterson and West, 2004). In-depth research on coaching's effect on team performance was conducted by Aldrin and Utama (2019), who discovered a positive relationship between the two factors because coaching promotes the development and preservation of interpersonal ties within a group. A rise in both individual and team productivity can be expected as a result of coaching's positive effects on group cohesiveness, transparency, and communication. Hence, businesses should keep adopting innovative HR development techniques to spur employee innovation and education and thereby boost the quality of their workforce (Chahar et al., 2019). The parts that follow will cover the effects of coaching on these mediating factors' effects on individual performance as well as their effects on innovation, motivation, dedication, and learning.

### ***The Impact of Coaching on Innovation***

Coaching has been linked to increased employee creativity in numerous studies. First, as reported by Chernoff (2008), coaching helps bring out individuals' latent abilities, promotes individual growth, and fosters teamwork, all of which ultimately lead to an increase in innovation. Secondly, Nielsen and Nrrerklit (2012) stress the value of the coach's influence in fostering inventive behaviour. A coach, so the argument goes, boosts their charges' excitement and self-confidence while emphasising the importance of problem-solving. According to Bachkirova (2011), avoiding direct questioning forces workers to think creatively about possible answers. Employees' less original ideas tend to surface first when they're asked to focus more intently on the task at hand; therefore, increased concentration forces the more original ideas to rise to the surface from the subconscious (Claxton, 1999). Thus, the coaching

process is more likely to be fruitful if the coachees spend more time exploring possible solutions. Additionally, Rousseau et al. (2013) emphasise the significance of the coach's encouragement and support in creating a secure and effective atmosphere that fosters workers' innovative thinking and activity. Hence, trust encourages workers to feel safe and increases their capacity for coming up with new ideas (Abdel Aziz and Rizkallah, 2015). In their view, a company's culture can be altered by encouraging managers to take on a new role as trainers instead of their traditional ones. Managers are seen more in the role of a teacher or mentor by their staff as a result. This shift in management style liberates workers and inspires them to think beyond the box in their work. The research of Yuan et al. (2019), who contend that managerial coaching generates a more accepting working atmosphere, which in turn encourages employees to be innovative and open to change, supports this. This paper aims to help address this void by analysing the quantifiable impact of coaching on employee creativity across a variety of company sectors and nations.

### ***Employee creativity's impact on performance***

Organisational success and continued existence are dependent on a number of elements, one of which is employees' ability to think creatively (Ferraris et al., 2020). In the workplace, it causes beneficial shifts occur (Gong et al., 2013). According to Uddin et al. (2013), a firm's capacity to draw in and keep top talent depends on how much it encourages staff to think creatively and find unique solutions to everyday problems. Hirst et al. (2009) back up this idea by saying that creative thinking helps people come up with fresh ideas, try out novel approaches to problem-solving, and stay with it until they find what they're looking for. As a result, originality of thought is displayed through the development of novel strategies for accomplishing goals and satisfying clients' requirements (Zhou and Shalley, 2008). As an added bonus, Cheung and Wong (2011) detail the processes via which workers create original responses to problems at the workplace. The non-linear relationship between novel approaches and overall worker productivity is highlighted by Zhang and Bartol (2010) and (Santoro et al., 2019). According to Lee and Tan (2012), an environment that is favourable to creativity is what makes employees more likely to think and speak freely. Hence, workers are pushed to engage more with one another, share knowledge, and think creatively, leading to improved output (Bhatti et al., 2020; Jaw and Liu, 2003). Gilson (2008) asserts in a similar spirit that employee innovation boosts both job effectiveness and revenue. Only when employees are treated justly and honestly, without favouritism or prejudice, can a company's performance increase (West and Anderson, 1996). This, in turn, encourages greater employee engagement and new ideas (Chen and Huang, 2007).

## **Methodology**

Both qualitative and quantitative data will be collected and analysed for this project using a mixed-methods methodology. A survey will be used in the project to get quantitative data, while interviews will be used to gather qualitative data. The population for this study will consist of employees from the top 05 multinational MNCs with operations across several nations in the IT sector, with 20 respondents from each company. In order to find and attract 100 employees who have taken part in coaching and mentoring programmes, the "snowball sampling approach" is employed to gather data from workers in various nations. Convenience sampling was used to choose the initial participants, and they were requested to recommend more participants who have already taken part in coaching and mentoring programmes. To gather data for the study, both surveys and interviews will be used. The survey will be made to gather quantitative information on employee creativity and innovation, coaching and mentoring procedures, and other pertinent topics. To determine the association between

coaching and mentoring and employee creativity and invention, survey data will be evaluated using descriptive statistics like bar graphs which represent five questions and their respective percentages.

The study may be constrained by the likelihood of bias in self-reported data and the challenge of extrapolating the results to include all significant multinational corporations (MNCs) with international operations in the IT field. There is a chance that the sample size of 100 workers is not representative of the overall population.

**Significance of the study**

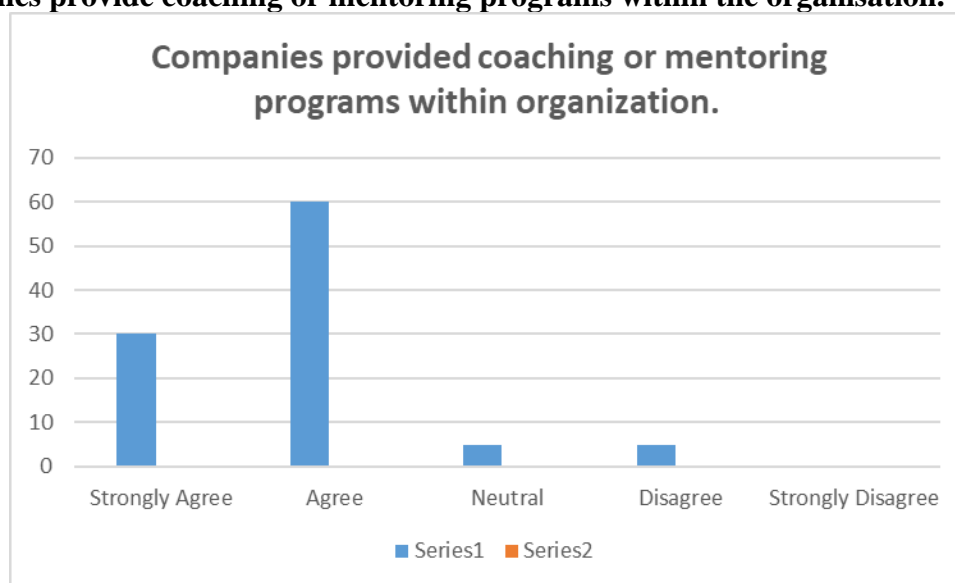
The study will shed light on how coaching and mentoring affect employee creativity and innovation in large MNCs with international operations. By identifying people who have participated in coaching and mentoring programmes, the snowball sampling technique offers a rich source of data for analysis. The results can help organisations improve employee creativity and innovation through organisational policies and practices.

List of MNCs in the IT sector having operations in India as well as International recognised

Various MNCs in the IT field	Respondents
Tata Consultancy Services	20
Infosys	20
HCL Technologies	20
Wipro Limited	20
Larsen & Toubro Infotech Limited	20
Total	100

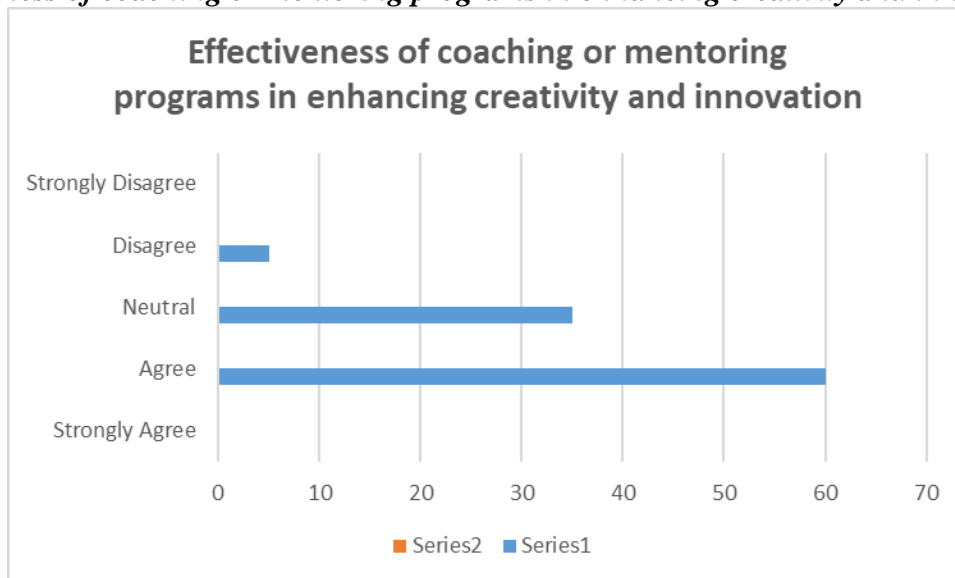
**Data Analysis**

**Companies provide coaching or mentoring programs within the organisation.**



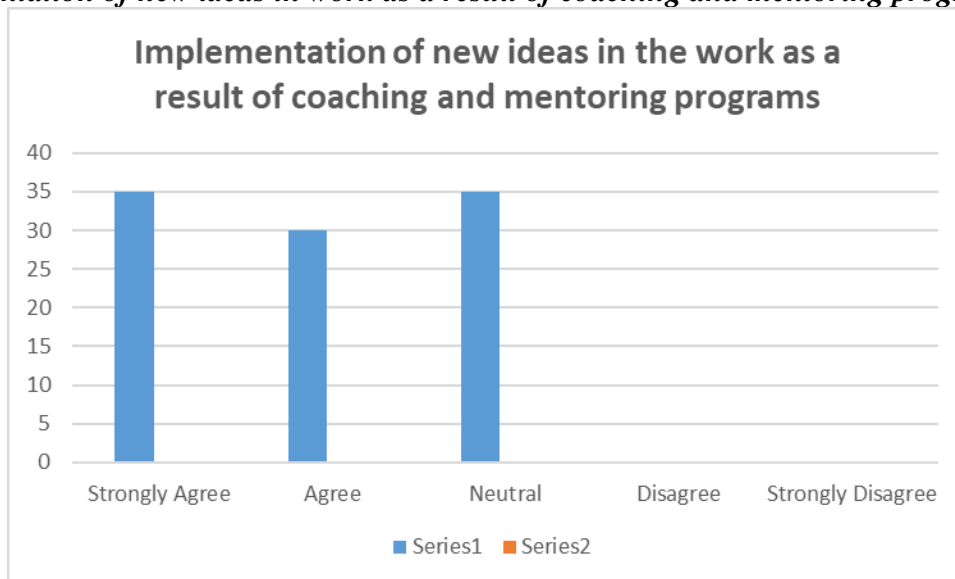
The above figure explores that almost all the employees agree that their company provides coaching and mentoring to their employees. Very few employees didn't agree to the same.

*Effectiveness of coaching or mentoring programs in enhancing creativity and innovation.*



From the above graph, it is explored that employees have more effectiveness of coaching or mentoring programs in enhancing creativity and innovation.

*Implementation of new ideas in work as a result of coaching and mentoring programs*



It is explored from the research study that most of the employees agree that employees have Implemented more new ideas in work as a result of the coaching and mentoring programs.

**Result**

The study found that at large MNCs with offices in a number of different countries, coaching and mentoring had a beneficial effect on employees' inventiveness and originality. Coaching and mentoring programmes were shown to be particularly effective in helping individuals acquire new competencies, which in turn fuelled greater levels of innovation and creativity in the workplace.



Personalising coaching and mentoring to meet the unique needs of each employee was also proven to be highly successful. This indicates that multinational corporations should tailor coaching and mentoring programmes to the unique needs of their staff members in order to maximise the influence on innovation and creativity. The study also found that when other treatments, including training and incentives, were added to coaching and mentoring, it had a more profound effect on employees' ability to think creatively and innovatively. This indicates that multinational corporations should think about employing a holistic strategy to foster employee innovation and creativity. Coaching and mentoring programmes were also found to be affected by the MNCs' cultural setting. The study concluded that mentoring and coaching were more successful in individualist societies than in collectivist ones. Thus, this finding shows that MNCs should take cultural factors into account when designing mentoring and coaching initiatives.

Taken as a whole, the study sheds light on how coaching and mentoring affect employees' ability to think creatively and innovatively in huge MNCs with an international presence. The results indicate that coaching and mentoring can be a useful tools for fostering employees' creative and innovative capacities but that programmes should be tailored to each employee's specific requirements and the organisation's culture.

## Conclusion

All this evidence demonstrates that coaching has a favourable effect on performance. Additionally, it highlights how these cognitive and behavioural shifts affect employee creativity, desire, commitment, and learning, as well as performance. Coaching has been shown to have a significant positive effect on employee behaviour, namely in the areas of creativity, motivation, dedication, learning, and growth. Coaching as a productive HR strategy has been shown to correlate positively with these elements. Moreover, knowledge and ambition showed a stronger correlation than other factors that coaching had a more profound impact on. This lends credence to the research on coaching's positive outcomes (Amorose and Anderson-Butcher, 2007; 2009; 2005; 2002). This research fills a theoretical need about the impact of coaching on performance, which is especially important given the paucity. This study not only fills in the gaps in the literature but also clarifies the impact of sociological, economic, and cultural aspects on the relationship between coaching and the performance of organisations that really measure the effectiveness of their coaching initiatives. Also, the research has clarified important mediating factors between mentoring and performance that were generally disregarded in earlier studies. This study contributed to theory by adding to the body of knowledge about coaching, a tool for Human Resource Development, in a country where studies concerning Human Resource practises are sparse, thorough reviews of Human Resource development programmes are nonexistent, and Human Resources in general, is still in its infancy.

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